Iraq Governance Strengthening Project

Communications Report and Advocacy Training Workshop (En)

July 2013

IRAQ GOVERNANCE STRENGTHENING PROJECT

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DISCLAIMER

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Communications Report and Advocacy Training Workshop
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July 27, 2013

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Executive Summary

As more authority is delegated from the Iraqi national to provincial levels, GSP is supporting the legislative Provincial Councils (PCs) and Governors (GOs) in developing skills and procedures that will enable and institutionalize internal and external provincial communications, community outreach and citizen participation as part of the provincial planning and budgeting process. The Communications and Community Outreach Specialist developed this report, which is comprised of a communication plan template for provincial council community outreach and a detailed advocacy workshop agenda with training materials targeting PCs and GOs.

Communications Planning Template

<u>Purpose</u>

Since the formation of the first democratic council after the 2003 elections, the provincial Council has expressed its interest in promoting citizen participation in their planning and decisions making on projects and affairs that concerns the provinces' citizens.

This concept was put into practice, but is lacking the strategy and vision of how citizens can play a vital role in provincial planning and decision making. The majority of the provinces and governors do have active and interactive website and newsletters that have been trying to reach out to citizens, but this is only one-way communication, where the citizens can read about the council/Governors achievement and progress. They lack what actually concerns the citizens, however, lately number provinces has been active on listing to citizens issues through number of public meetings or citizens complain desks, but these methods can only attract limited number of citizens, that due to how these events and activities been promoted.

In the last few years we have noticed that citizens have the desire to participate and monitor the council/Governors affairs, and the question we raise is how?

The overall success of the council is shaped by the quality of its communication efforts. Therefore, a proactive approach is needed to foster effective two-way communication.

<u>The Benefits of Communication</u>

Effective communication provides a strong foundation upon which the provincial government can more effectively develop and maintain relations with the locals, governors, and other stakeholders.

If aligned with operating goals and plans, effective communication can increase the speed at which one achieves these goals:

- ➢ Assist in building a positive reputation
- ➢ Strengthen relationships with stakeholders
- ➢ Provide a platform of strength from which to manage any crisis
- ➢ Attract investors and tourism to the area

Note: we can assist the targeted province in identifying further goals will be identified

<u>Effective communication:</u>
1. Two-Way Communication
   This will ensure information is shared throughout communities and the council.

2. Communities/ citizen issues or problems solving
   This will provide the citizens with complete, detailed and timely information enabling them to make informed judgments. This will help the councils to make the best decisions.

3. Proactive

Which give the council the opportunity to tell its story rather than rely exclusively on others to interpret the council's actions, issues and decisions

4. Decentralised Communication
Decentralized communication will strengthen communication between officials, i.e PC to Governors, PC departments and citizens.

Decentralized communication will also help managing the information and knowledge to flow between different parts of an intended audiences and how they collaborate together, by having access to the common information and knowledge resources, however, with the lack sophisticated technology at the Provincial councils and Governor's offices sharing of common knowledge resources may be difficult.

5. Strong and Consistent Messaging
A communication plan will only succeed if it is built on long term vision/ goal and it is more effective than one with unrelated and scattered messages. The communication plan should support and reflect the goals of the Council with one common purpose: the citizens.

The communications plan approach must be driven by the element outlined below:

Situation analysis/Analysing the current communications tools	Goals and Objectives	Who are your audience(s)
Who is responsible	The Strategies and tactics to meet your goals and objectives	What is your messages
Budget	Measurement	
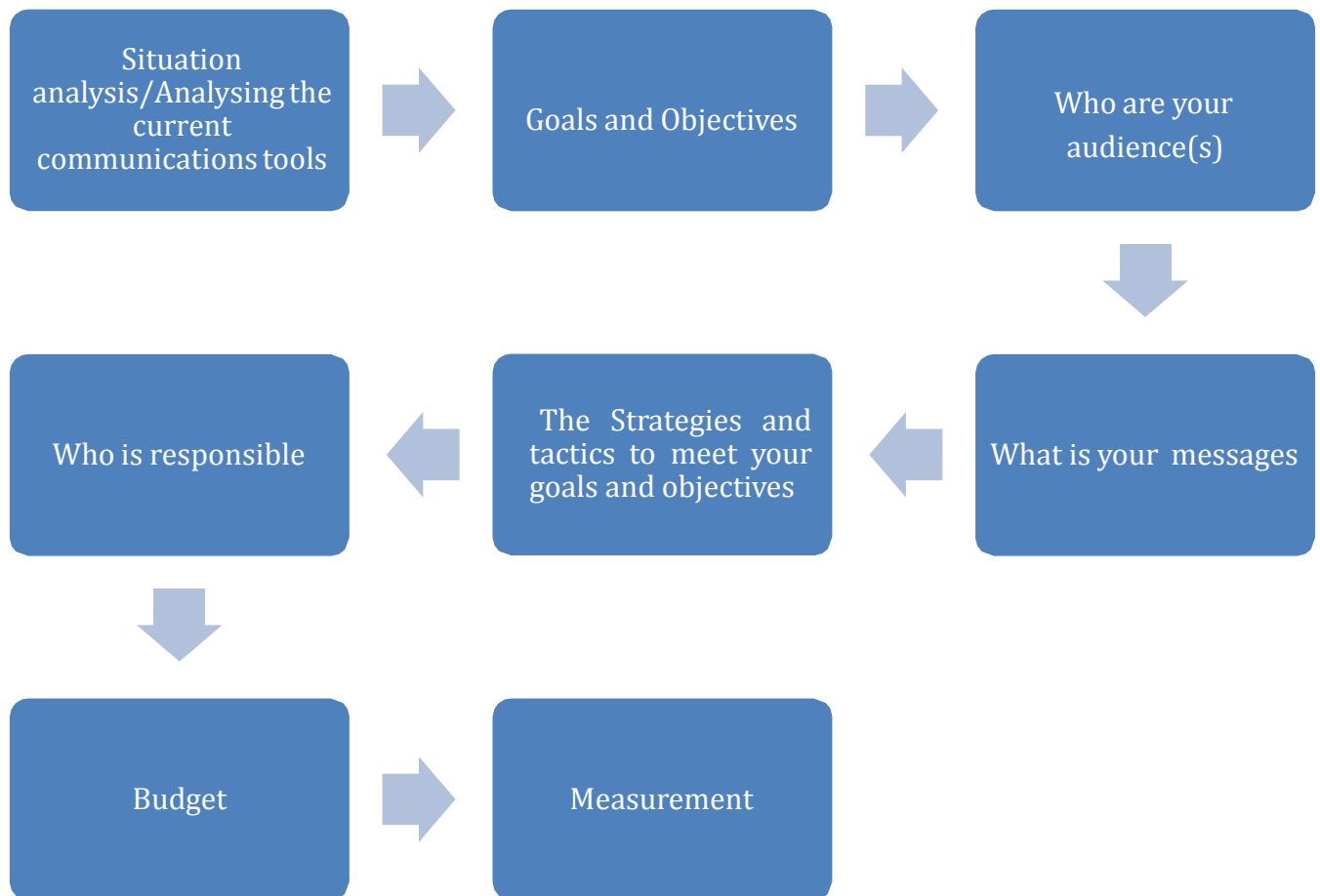
Analysing the current communication tools

The first step that you need to take before setting the objectives and goals, you will overview of the situation of how your citizens and other stakeholders communicate with you and with each other and understand the issue driving the need for communication and the desired outcome(s).

Analysing the current can be formed through formative research to record the current communications tools (See Appendix 1 for questioner examples to be considered asking citizens, PC members or governor) used by provinces to communicate both internally and externally. This will include at a minimum communications within the province, including between members of the provincial council, provincial council(s) (PCs) and governor(s) office (GO), from provincial council to other provincial councils, from provincial councils to Central ministries as well as provincial communications with citizens and other interested stakeholders.

The research includes any relevant facts or data that would have an impact on the communication process; this is the area of your communication plan where you would identify any key stakeholders, or point to any areas of concern regarding the need for consistency between internal and external messages or between various target audience groups

Here are some of the question that should be considered prior to conducting a survey(s) :

- What goals do I want to achieve? Pick a realistic number —
- What do I want to communicate and to whom?
- Who are my audiences?
- When do I communicate each message?
- What are the available tools you can use?

Consider also:

- How are we communicating with other councils?
- How can we communicate more effectively with the Governor's office?
- How are citizen being informed on our progress?
- What makes the issue urgent? What are the consequences if no action is taken?
- Which parties have interest in these activities?
-

How we can help: we can either train or invite the responsible person who will carry out the survey to one of our focus group workshops

Goals and Objectives

Your goals and objective are the core of the communication plan which will creates several benefits. It lets citizens know what is expected of them, it lets partners know what is planned, it helps to measure the resources that are needed and when, it helps to improve communication between the participants, and it creates measurable results.

Communications goals should be measurable with identified objectives. When developing goals, you should at least identify three to five objectives, such as future legislation, your vision, your plans for the province,

Setting the objectives

- ➢ What you want to communicate
- ➢ Who are your intended audience and identifying the best opportunities
- ➢ Which media tool will provide you to reach out your audience
- ➢ What your message and its impact and produce maximum results
- ➢ Develop effective strategies for measuring each element of your total communications plan
- ➢ Establish timelines for the implementation of your communications plan
- ➢ Review your communications plan for future success

Example:

1. What is citizen's interested in and respond with information that connects citizens, Council and governors.

Example of actions:

- ➢ You will identify and collect citizen's feedback on ncluding changing trends in social media and provide training to staff
- ➢ Update the citizens, Council staff on issue updates
- ➢ Continue to enhance health clinics facilities

This will be accomplished through the following methods:

- ➢ Development and maintenance of a regular health Newsletter; and the importance of increasing health clinics

- ➢ Completion of a research project/guidance based on recent health issues at the province

Note: We can help through workshops in discussion session in identifying further goals and objectives, further tools will be discussed on the plan

Who is your audience(s)

By now you should already have a clear idea of your key audiences. You also need to identify what information or news that they need to know about you, you might end up with long list; however, it is important to focus on the audiences your communications objectives.

As example for this plan your primary audience is the citizens. A secondary audience might be an influential group that has the power to reach this first audience.

One intended audience would be the central government, then provincial entities, inter-provincial and the public. To create the most effective communication strategy, segment your broader intended audience into subgroups based on their needs, values, and/or mission.

Possible Audience:

Citizens

PC members

Governor's office

Ministries and

Other Provinces

What is your message?

Perhaps easiest to approach key message creation by stepping back from an issue and thinking about the story you want to tell your audience.

You will probably have several audiences each of which will better understand the issue if key messages are tailored specifically for their interests and motivations.

For example, a province proposal to build a sport center will generate different responses from sports players, residential neighbors of the project, commercial neighbors with parking facilities near the project, private foundations that fund the center, and other stakeholders.

Each of these audiences must receive a specific set of messages that support the your project, highlight the project's community benefits and encourage public participation in the planning, typically you will want to develop three or four overall key messages for an issue, along with a similar set of messages for each individual audience.

You should have conclude these messages from your research and fact finding the following messages might be idea for your plan

> ➢ Inform the public about an issue, program or crisis;
> ➢ Generate or rebuild public confidence in the city; and/or
> ➢ Stimulate public action.

Strategy and Tactics

How can you reach your audience with your message? This will depend on the media channel habits of the audience you are targeting.

Here are some of the questions you will need to consider asking yourself:

- What sources of information does the public trust?
- Who or what might make them heed your call to action?
- How does the public prefer to get their information?
- How and where do your intended audiences spend their time?

Some of the tools and resources you may need:

People	Television stations
Radio stations	Newspapers
Web sites	Community centers
E-mail	Parks
Schools	Libraries
Leisure centers	Nonprofit organizations
Supermarkets	Malls
	Restaurants

Activities are one of the tactics and tools used to send messages to the public. Some possible examples include:

Activities and Events

Community events

Conferences

One-on-one meetings

Public hearing/meeting

Award ceremonies

Family days

Awareness Day

Festivals

However, tools can be chosen using public surveys on how they are obtaining information and news on your progress, i.e will it be websites, social media, TV, radio or newspaper, then they either improve their current tools or try to target other tools to reach out wider audience, taking into considerations those who illiterates and those who live in areas where no TV or radio station is available.

I have noticed that most Provincial members or councils and so the governors paid little attention on how they can reach out their citizen, example of that Karbala Provincial council website, they have a page that citizens can log their issues or complains but I couldn't find any replies from the council, also the majority of press releases subjects or contents is based on governors or PC movements and activities rather than discussing the citizens' concerns.

The question we will raise is do they actually know of what citizens perception on these information and news, also the media been bombarded with daily press release that may be considered as propaganda which get ignored by the media rep.

We can assist by collecting information and data on the following:

- What should press releases cover and which languages should they be published in?

- What tools have been used?

- Do they need to update their website?

- Are they targeting the correct target groups on social media?

- What about those who have no access to internet?

Will they consider developing a newsletter?

This can be covered on number of workshop that will cover how to identify the audiences, how to pick the tools and activities.

Who is responsible?

Ideal each Provincial council or Governor office should have media committee / department, we take into considerations if the departments have the essential staff resources and training to develop and to implement the plan.

- How do these departments interact with their members?

- Do they have the authority to advice on how press release should be drafted?

- Do they need professional development?

- Do they have graphics experience to update the websites?

- Do they have updated lists of media institutions?

- How is their relationship with the media rep and can they influence their opinion upon them?

- Who are the members of this department, and who should be the members

Note: Chemonics can support by training media staff on issues such as drafting press releases and how to effectively deliver messages from the council to the public.

Advocacy Workshop Background

As the concept of representational democracy becomes stronger in Iraq, there is a need to provide "change agents" with non-traditional tools for leveraging citizen input into the provincial decision-making processes. Change agents, for these purposes, are defined as vulnerable population groups, women's groups, other NGOs and CSOs as well as district councils and neighborhood councils. Significant time

has been spent teaching traditional tools for citizen input such as public meetings, use of notice boards, etc. But with continued advancement in new technology, internet tools and other communications methods have changed dramatically over the last few years

Expectation

A 6 hours' workshop on how younger voters can advocate their issue to provincial authorities through The use of new technology. i.e social media

The primary focus of the workshop is on the new communications and internet tools and how they can be used to advocate for change.

Topics

- ➢ What is advocacy?
- ➢ Why is advocacy important?
- ➢ What are the newer technology and internet communications methods? (SMS, Facebook, Twitter other social method methods that may not currently be used in Iraq)
- ➢ How can these new tools be used in advocacy? (Process).

Equipment Checklist

List of equipment that you need to have prepared before conducting the workshop:

- Overhead projector   - Computer/Laptop
- Flip Chart Paper   - Flip Chart pens
- Blue-tac/Tape   - Post-it Notes

Advocacy Workshop Agenda:

Session	Topic	Objectives	Duration
I	**INTRODUCTION**		45 min
	Introduction	Get to know the members of the group that will participate in the planning workshop, including the facilitator	15min
	Reviewing Workshop objectives	Will be familiar with the objectives of the workshop	10min
	Workshop Expectations	Share what the participants expecting to achieve from this work shop, this will be added to feedback form	15min
	Reviewing the agenda and Working materials	Will be familiar with programmed activities and with the working materials provided to them	5min
2	**ADVOCACY AND ITS RELEVANCE**		1h
	What is advocacy?	What you think of Advocacy? Why Advocacy and why is important? Brainstorming Session	30min
	Why we Should do advocacy Work	How you think advocacy will achieve your goal What kinds of activities does advocacy involve? Discussion Session with post it notes, then notes will be pinned into flip chart for references in later session	30min
	Tea Break		
3	**ANALYSING THE SITUATION**		1h 15min
	Choosing the Problems /issues you want to address	What they are the problems the participants want address in their province, to be tackled through an advocacy strategy	30 min
	Analysing the Problem	Will discuss the causes and consequences of the problem to be addressed, and how this related to the province SWOT Analysis	45min
4	**ESTABLISHING THE GOALS**		1h 30min
	What are changes they want make?	List at least 3 to 5 issues that you want see in the province Divide the group into smaller groups then we will select the most common issues to be discusses in the next step	20min
	Constructing the Problem tree	Here we will go through the list of the issues and start with problem tree - Problem	45 min

		- Causes - Consequences The problem tree will be presented on Flip chart and run through the different elements above, and ask the groups to state the issues and their elements, this exercise will give a clear idea of if the issue is visible to change (Appendix 1 the Problem tree) source (EU Advocacy Capacity Building: A training toolkit)	
	Construction the solution Tree	we will go through the solution to each issues been address above - Cause - Solution - Outcome What will be the different if these solutions were achieved (Appendix 2 Solution Tree) source (EU Advocacy Capacity Building: A training toolkit)	45min
		Break	
5		**ANALYSIS OF THE TARGET AUDIENCE**	
	Analysing the target audience	Will clearly identify the target audience for the advocacy project and define the necessary strategies to work with this audience Brainstorming session To answer the following questions: Who are the stakeholder that can help you to make the change, allies, obstacles, It will include: • The 'ask' • Messages • Primary targets and secondary targets • Method of delivery (messengers or channel) • stakeholder communication (including feedback of advocacy progress to supporters) • Communication and liaison with allies.	30min
	Audience analysis	Identifying the stakeholders Checklist Which part of the government responsible for relevant issues. Which other organization and individuals have a major interest in your issues Which regional/or national player has an interest in your issue? (Appendix 3 checklist) source (EU Advocacy Capacity Building: A training toolkit)	30min
	Categorising the audiences	Analysing potential allies and opponents	15min

6	ADVOCACY COMMUNICATION STRATEGY		
	Communications tools available for advocacy	New Media v Old media This will be PPT presentation to highlight the difference between the two tools	10min
	New Technology	What are the available tools that we can used for mobilising support for advocacy campaigns. These include: • Electronic petitions • Internet/websites • SMS (texts) • Email lists are widely used to activate collaborators and supporters.	10min
	How we can use the technology	Presentation on in utilising social media is to create a strategy. Creating a strategy includes: Gathering resources and materials to share through social media Appointing someone or a team of people to manage your social media presence Which tool for which Audience We will list the available communication method and the analysis each one impact and we can mobilise it	45min

SESSION 1
INTRODUCTION

Proposed Agenda:

Get to know each other

Review the workshop objectives

Workshop Expectations

Reviewing the agenda and Working materials

SESSION 2
ADVOCACY AND ITS RELEVANCE

OBJECTIVE

At the end of the session participants will be able to clearly define the concept of Advocacy.

Expected Result

At the end of this session the group should be to have a clearer idea of the definition of Advocacy, however, depends on the size of the group and the amount of time you have. During this session, group members must at least identify the elements they want to incorporate into their organization's definition of Advocacy, with which they will work later

Workshop Structure

Time: 35 minutes Brainstorming session

1. Hand a card to each participant
2. Ask each participant the following questions:

   What you think of Advocacy?

   Why Advocacy and why is important?

   Name three outcomes of effective advocacy.

   What kinds of activities does advocacy involve?

3. Direct each group to present its definition and write it on posts it not and sticks it on the chart.
4. When all definitions are posted, ask participants the following:

   • What, if any, common words or themes run throughout the different definitions? (Underline same/similar language and concepts with a colored marker.)
   • Do any of the definitions differ markedly from the others or do they all express similar ideas?
   • What are the most notable differences? Why did that small group feel this way?
   • Does it seem as if everyone has a clear and consistent understanding of advocacy? Does anyone not understand or need clarification?

5. When you feel certain that the participants understand and agree on the meaning of advocacy, write it on the board to be visited on later sessions for reference.

So what t is Advocacy?

The dictionary definition of Advocacy is-

Pleading in support of,

One who pleads for another

One who speaks on behalf of,

Support or urge by argument,

Recommend publicly,

Someone who defends,

Vindicates, or espouses a cause by argument,

An upholder,

A defender,

Advocacy simply means actively supporting a cause, and trying to get others to support it as well by speaking up and create a supportive environment.

Advocacy involves activities directed at different audiences, goals, and strategies. Developing a common definition can improve communication in the advocacy planning process. The purpose of this exercise is to deepen people's thinking about what advocacy is, and to reach a common definition to guide the planning.

Why we should do advocacy work:

The Main role of Advocacy is to create a support among community members in generating demand for implementing government policies, which sometimes require initiation for the policies to be implemented, but in grassroots level can be used to inform the general public opinion makers about particular issue or problem and to mobilise them to apply pressure to those in position to take action.

- Organising: Build power at the base.
- Educate Legislators: Provide information on issues.
- Educating the Public about the Legislative Process: Introduce communities and constituencies to the legislators.
- Research: Produce relevant resources that reflect the real story of your community.
- Regulatory efforts: Take action at the agencies.
- Public education: Educate the community on the issues.
- Nonpartisan voter education: Inform the electorate on the issues.

The Role Advocacy

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OBJECTIVES

- To clearly define the problem that will be addressed through the Advocacy strategy.
- To increase participants' knowledge of the problem they want to address

EXPECTED OUTCOMES

Participants will have reached agreement about the issue or problem to be addressed. They will also have identified the main causes of the problem and the consequences.

Sessions Structure

1- Hand out a card to each participant. Ask participants to write down the at least 3 issues/problems they want to change or solve through an Advocacy strategy.
2- Make clear to participants that the Issues/problems they suggest should:
3- Choosing the Problems /issues you want to address

What they are the problems the participants want to address in their province, to be tackled through an advocacy strategy? **Be current. Be Specific.**

The problems should exist at present, not in the future.

4- Go through the SWOT table
   Divide the participants into groups and ask each group, what they think the current SWOT of the problem, I.e (Strength, Weaknesses, Opportunity and threat) then draw a table on the flip chart and divide them into table, then go through it with the participants
5- Choosing Advocacy Priorities
   Source Appendix 1 (Choosing Advocacy Priories checklist)

OBJECTIVES

To have participants set the goal for their Advocacy project.

EXPECTED OUTCOMES

A clearly formulated goal for the Advocacy project

SESSION STRUCTURE

1- Make sure that participants can see the problem trees (which should have remained on the wall).
2- Make sure that everybody has a copy of the support document
3- Write down examples of good goals on a flip chart.
4- Write down the definition of goal on a flip chart.
5- Recommendations for Writing Good Goals.
6- List at least 3 to 5 issues that you want see it change in the province bases on the questions below
7- Divide the group into smaller groups then we will select the most common issues to be discusses in the next step

What are changes they want make?

• What change do you want to bring about? Give example of current issues and what wrong about it
• Who can make the change? Who has the power
• How you will make this change?
• What needs to change for this to be achieved?
• What you thing the obstacles that will stop you to make the change?
• What are you trying to achieve with your work?
• What contribution does this make to your overall vision?
• What else is there that you could/should do?
• What the message that you want PC to hear from you?

8- Constructing the Problem tree
Here we will go through the list of the issues and start with problem tree
  • Problem
  • Causes
  • Consequences
The problem tree will be presented on Flip chart and run through the different elements above, and ask the groups to state the issues and their elements, this exercise will give a clear idea of if the issue is visible to change
 (Use Problem Tree)
9- Construction the solution Tree

We will go through the solution to each issues been address above
- Cause
- Solution
- Outcome

What will be the different if these solutions were achieved?

(Use Solution Tree)

OBJECTIVES

At the end of the session participants will be able to clearly identify their target audience

When we carry out Advocacy activities, we must identify the addressee of our messages. The target audience is the person or people to whom we address our Advocacy messages so that they will act in favor of our issue. The people who are indirectly related to the Advocacy issue or to the target audience are known as the secondary audience.

EXPECTED OUTCOMES

Defining specific lines of action to work with the target audience

SESSION STRUCTURE

1- Handout a copy of Audience analysis

2- Participant should be able to answer the following

Who are the stakeholder that can help you to make the change, allies, obstacles,
It will include:
• Messages
• Primary targets and secondary targets
• Method of delivery (messengers or channel)

3- Identifying the stakeholders Checklist
4- Which part of the government responsible for relevant issues.
5- Which other organization and individuals have a major interest in your issues
6- Which regional/or national player has an interest in your issue?

Identification of stakeholders (individuals, groups and institutions).

• Who is likely to gain from the proposed changes?

• Who might be adversely affected?

• Who has the power to make the changes happen?

• Who complains about the issue?

• Who are the vulnerable groups that may be affected by the project?

• Who are primary stakeholder and who are secondary stakeholders with

• Regards to the issue? Who are the rights holders and who are the duty bearers?

• What are the relationships between the individuals, groups and institutions

- Listed in the questions above?

(Appendix 3 checklist) source (EU Advocacy Capacity Building: A training toolkit)

7- Analyzing potential allies and opponents

Who are your allies and supporters, that can be decided when you have decided on your issues and who has been affected by it, reference back to your Problem tree and choosing your priories

> Community leaders
>
> Students
>
> Tribal leaders
>
> Individuals
>
> Business
>
> Media

Could also be a politician support your case, but be careful not to fall in the propaganda trap

Objectives

To learn the steps on how to use the new technology tools in Advocacy project

EXPECTED OUTCOMES

At the end of the session the participants should be able to identify what are the new technology tools and how to use them in the advocacy project

SESSION STRUCTURE

1- Power point presentation to go through each tool
2- List the old media vs New media and the differences
   Ask each participant or group to list what they think old media and the new media
3- Advocacy and the social media
4- The Impact of Social media getting the message wider audience creative and persistent
5- How we can use the technology
6- Go through the list of Common social media tools
    - Facebook
    - Twitter
    - Instagram
    - YouTube
    - Blogging and of course
    - Website
    - RSS/RSS
    - SMS

7- Use the presentation to go through the steps in using the tools above

Appendix 1: SWOT Table

| STRENGTHS	WEAKNESSES
What are the positives aspects with your team or orgnisation that would be important for your project ?	What are the factors that might prevent your work?
OPPORTUNITIES	**THREATS**
What are the factors in your environment (community and so on) that could positively effect your project?	What are the threat from the community that could have negative impact on your project?

Appendix 2: Choosing Advocacy Priorities

CRITERIA FOR PRIORITISING ISSUES	DOES IT MEET THE CRITERIA?	COMMENTS
IMPORTANCE OF ISSUE		
Does it result in a real improvement in Province's lives?		
Does it address underlying problems?		
Does it address the most vulnerable and excluded?		
Is the issue widely felt?		
Is the issue deeply felt?		
Is it a priority expressed by young people?		
PRACTICAL CONSIDERATIONS		
Is it winnable?		
Is it easy to communicate and understand?		
Are there opportunities for young people to engage with the issue?		
Are there clear decisions makers who can make the change happen?		
Does it have a clear time frame?		
Does addressing the issue build accountable leadership?		
Are there opportunities/entry points to influence policies?		
Are there resources for advocating on the issue?		
Is the analysis of the issue grounded in solid evidence and expertise?		
Is there pre-existing momentum on addressing the issue?		
Are there partnership possibilities in advocating on the issue?		
Does it link local issues to national		

Appendix 3: Problem Tree
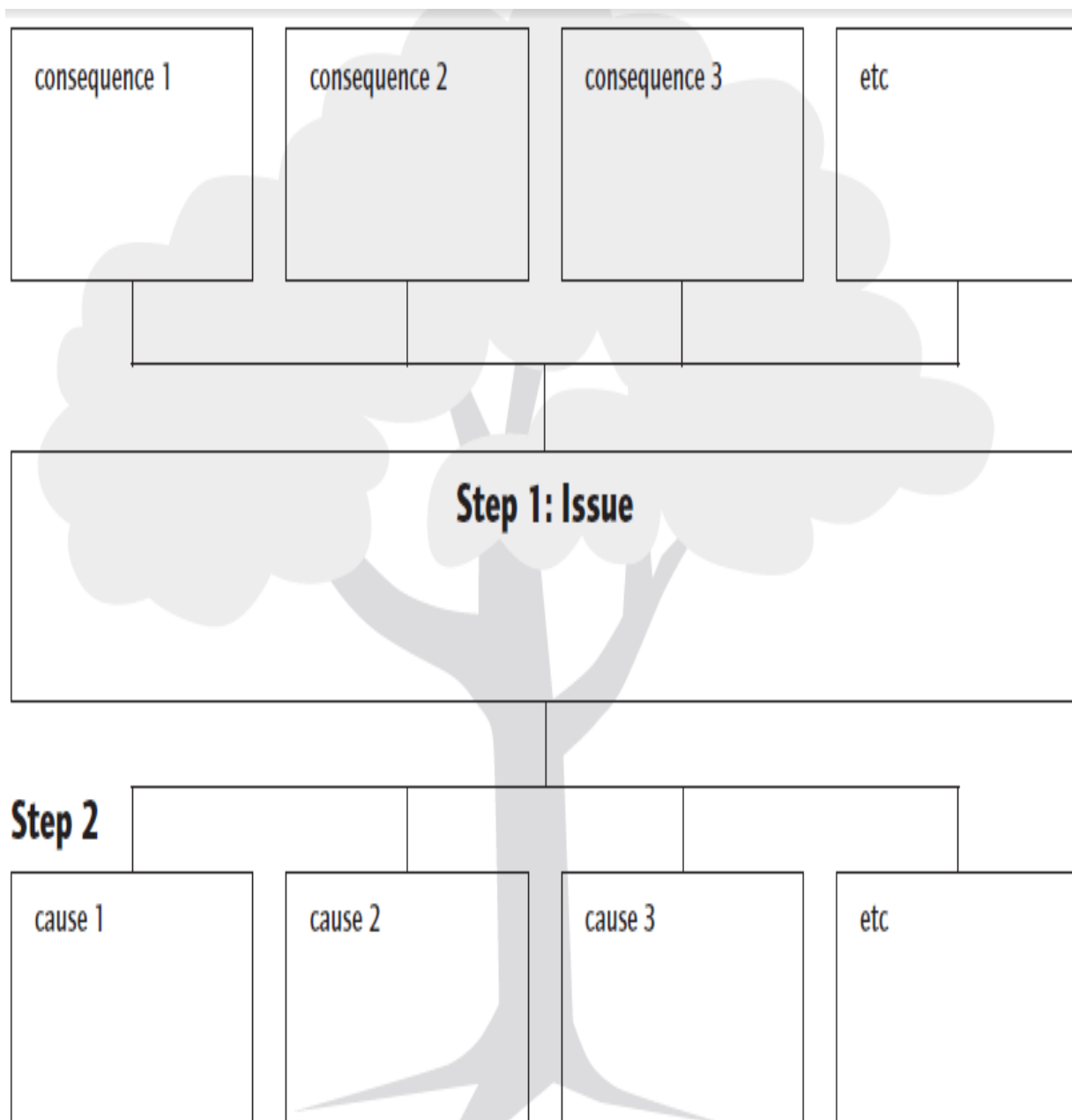
| consequence 1 | consequence 2 | consequence 3 | etc |

Step 1: Issue

Step 2

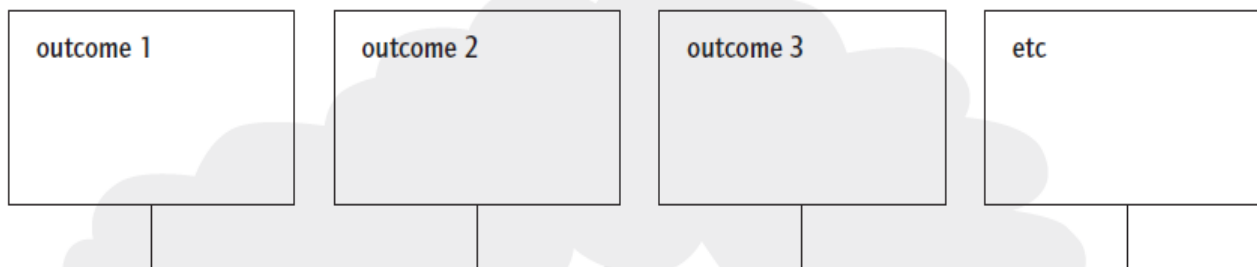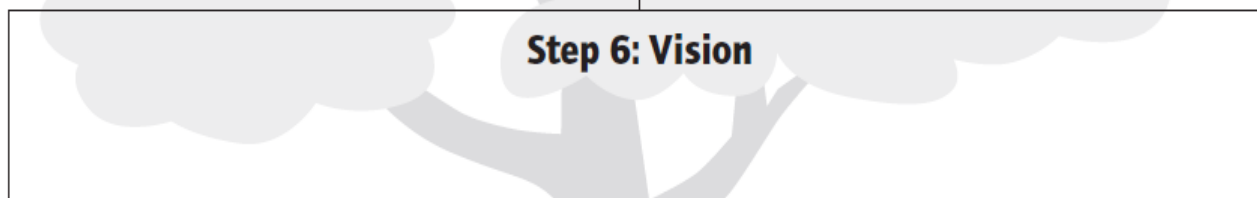| cause 1 | cause 2 | cause 3 | etc |

Source: The people's peacemaking perspectives project, Advocacy capacity building: a training toolkit
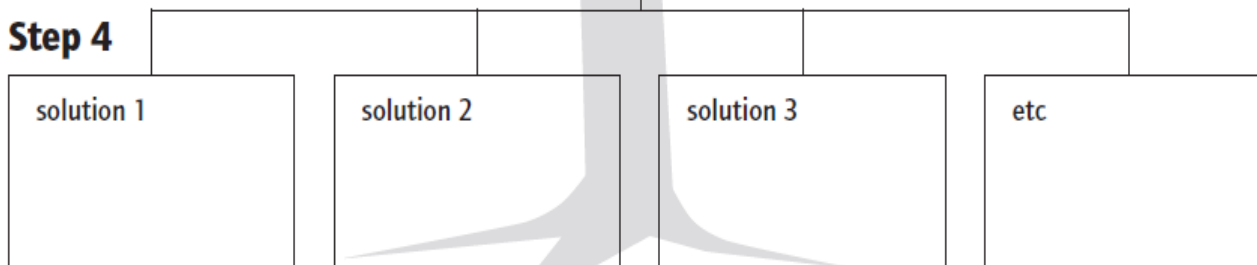
Appendix 4: Solution Tree

Step 5

| outcome 1 | outcome 2 | outcome 3 | etc |

Step 6: Vision

Step 4

| solution 1 | solution 2 | solution 3 | etc |

Source: The People's Peacemaking Perspectives Project, Advocacy capacity building: a training toolkit

Appendix 5: Solution Table

	At the local Level	At the Provincial Level	At the National Level
What are the problems, their cause and consequences			
What kind of changes do you want see			
What need to change?			

Appendix 6: IDENTIFYING STAKEHOLDERS CHECKLIST

You need to research	How to find our more
Which part of government is responsible for relevant issues including: • Negotiations and participating in provincial /regional or national level • Provincial and local government • Development and grant making • Finance • Negotiating/liaising with non-state actors • Social inclusion and equality	**Getting information about governing institutions:** • Does your government produce a directory • Does it have a website outline what different departments do? • Are there civil society organizations' working with governments who could give you the information? • Which international organization operating in the province who can supply you with information? • Can you get the information from local government or community leaders?
Which other organization and individual have a major interest in your issue? Name Specific • NGO • Media • Business • Youth group • Academics • Community group • Political parties • Member of parliament • Women group • Religion Group • Elders and community leaders	**Getting information about organization and individuals:** • Check to see if there are any other local NOGs working on similar issues • Have any political parties produced statements on relevant issues • Are there public record of parliamentary debates or is there public access to parliamentary session • How much media coverage of your issue, and by which media
Which regional/national players have an interest in your issue? Again name specific: • NGO • Donors • Regional groups (Orgnisation, grassroots groups etc • Trade Union • Financial Institutions • Other governments that are working to introduce new policies in your area	**Check big NGOs (could national or international Org) a relevant focus to their work, many might have country or regional office**

RESOURCES

1. Advocacy Capacity building: A Training Toolkit (Produced by the people's peacemaking perspectives project)
   www.c-r.org/sites/c-r.../AdvocacyCapacityBuildigToolkit_201110.pdf

2. Participatory Advocacy: A toolkit for VSO staff, volunteers and partners
   www.vsointernational.org/Images/advocacy-toolkit_tcm76-25498.pdf

3. *An Advocacy toolkit for Programme Managers: Mobilising communities on young people's health and rights*
   www.**vso**international.org/Images/**advocacy-toolkit**_tcm76-25498.pdf

4. Advocacy and Campaigning Course Toolkit: Produced by Cypriot Civil Society Strengthening Programme
   http://www.intrac.org/data/files/resources/629/INTRAC-Advocacy-and-Campaigning-Toolkit.pdf

5. Planning Moment #5: Mapping Advocacy Strategies: The Action Guide for Advocacy and Citizen Participation
   JASS (Just Associates) http://www.justassociates.org/en/about-us

6. بنك بناه تطوير ارتساتءجيه المدانعه
   www.ndiegypt.org

Annex A: Questionnaire for PCs and Governors

1. Positioning

- Does the PC /GO have "access to platforms"? In other words, can one or more of your spokespeople easily access the media?
- What are the methods of communications you use to communicate between

  - PC Members – to – PC members (Internally)
  - PC – to- another PC (Externally)
  - PC – to – GO office
  - PC – to – Central Government

- How you pass communications materials (Flyers, posters, Public meeting notices, projects updates)
  What's worked? What hasn't worked? How did you know?
- How do Citizens find out about the PPL? By word of mouth? Your local paper? An event poster? Your newsletter? Public Meetings?
- How often do you meet with other PCs members
- What are the process on interacting with PC when it comes to mutual interest, i.e projects…. e.g Basrah Sport city, how other provinces contribute to the project

2. Communication Skills and Training

- What kind of in-house communication skills does the PC possess?
- Do you have staff that understand communications and have time to dedicate to communication related activities?
- Do you have intranet to exchange ideas and update

3. Systems and Protocols

- What kind of established systems and procedures has the PC developed, and trained its front line team members in, regarding:
- Incoming media calls
- Incoming call or visits from key stakeholders, such as citizens or government officials
- Communications decision making approvals and processes?

4. Outreach systems

- Do you have a website?
- Does it have a media room?
- How many visitors do you receive in an average month?
- Do you know who is visiting the site, what attracts and holds them, and whether they come back?

- Is your site linked to others?
- Do you have links on yours? What criteria do you use for deciding?
- How easy is it to update your web site?
- Do you have a regular on line or hard copy newsletter?
- What does the newsletter accomplish?
- How are you measuring success of the newsletter?
- Have you conducted readership surveys?
- Who are your key audiences those groups of people who have the power to help you achieve your organizational goals and objectives? It is likely that different goals and objectives will require different audiences to help you achieve them
  - Community leaders, business (such as bank manager, Chamber of
  - Commerce president)
  - Community leaders, religious.
  - Provincial government members
  - Provincial government elected officials (Members of Parliament)
  - Municipal government Staff
  - Municipal government elected officials (Mayor, Councilors and Trustees)

5. **Infrastructure**

- How extensive is your database?
- Member or constituency information?
- How much information do you track on members or constituents?
- Do you have basic demographic information about your constituents, including their contact names, addresses, phone and fax numbers and email addresses?
- Do you know how they prefer to be contacted?
- Do you have a sense of their attitudes toward your issues, or their core values, either as individuals or in aggregate?